# President's Management Agenda
INTERNATIONAL TRADE ADMINISTRATION

	CURRENT STATUS (As of March 1, 2006)		PROGRESS Second Quarter, FY 2006	COMMENTS
Initiative: HUMAN CAPITAL **Bureau Lead:** Mary Ann McFate Ruben Pedroza	Color Yellow Next ↑ est. by (9/30/2006)	**Comprehensive human capital plan** X developed, etc. on (2-2002; 6-2003; 6-2004; 3-2005; 5-2005) (G) X results analyzed & used (11-2002; 3-2003; 7-2004; 1-2005; 7-2005; 10-2005) (G) **Organizational structures** X current structure analyzed and restructuring begun (2-2002) (G) X structure optimized & addressing future challenges (8-2004) (G) **Succession strategies** X implemented (6/2004) (G) __ continuously updated talent pool assured (1/2007) (Y) **Performance appraisal plans adhere to merit system principles, etc.** X SES & mgrs. (2/2006) (G) X 60%+ of agency (2/2006) (G) **Under representation** X implemented strategies to address (10/2005) (G) X reduced & established process to sustain diversity (10/2005) (G) **Skill gaps** X workforce planning system implemented (12/2005) (G) X identify and set competency targets (G) (7/2005) X significant reduction in mission critical gaps (12/2005) (G) X met competency gap targets (G) (12/2005) **Hiring timelines reduced** X collects data & sets standard (10/2005) (G) X on track to meet goals (G) **Accountability system and reviews** __ system developed (6/30/2006) (Y) X conducts reviews & takes corrective action (11/2005; 1-2006) (G) __ provided annual report	Color Green	**Actions taken this quarter:** **Comprehensive human capital plan (Tab 1)** • Created Status Binder that documents work completed towards achievement of "8 Standards for Success"; Status Binder is in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable us to more easily track and achieve our goals. **Organizational structures (Tab 2)** • All SF-50's have been issued for the "mini-makeover" to improve the ITA supervisory ratio. • Communicated Supervisory Ratio checklist procedure to HR Specialists via email on 2-9-06. No new requests for the classification of supervisory positions were made this quarter. **Succession strategies (Tab 3)** • Created project plan to ensure Succession Strategy is properly created and implemented. • Created Supervisory Certification Program Guide. • Created SOP for ITA's Student Employment Program. • Gathering data from ITA (not customers) on leadership competencies required to achieve long-term strategic goals (Training Needs Analysis – in Tab 6) • Coordinating Career Fair at George Mason University • ITA continues to send announcements to minority colleges and universities to ensure a pool of qualified candidates is available to fill positions in critical mission areas. • ITA currently has employees enrolled in all three of the Department's leadership development programs. Thirteen employees are participating in the SES Candidate Development Program; seven are participating in the Executive Leadership Development Program; and nine are participating in the Aspiring Leadership Development Program. • ITA OHRM is participating in the Postsecondary Intern Program (PIP) as a pipeline to attract and recruit college students for the Student Career Experience Program (SCEP). ITA and its serviced bureaus hired three new SCEP interns. ITA OHRM continues to encourage program unit managers to hire PIP interns into entry-level positions. **Performance appraisal plans adhere to merit system principles, etc. (Tab 4)** • Completed supervisory training for BIS, NTIA and MBDA; 100% of these supervisors have been trained. • Continued training ITA supervisors: 81% of ITA	**Assess general progress against Proud to Be goals** • Strong progress towards goals. • The comprehensive project management system being developed for each of the 8 Standards of Success will enable management to easily track progress towards the Standards. **Discuss critical actions planned for after FY 2006 Q2 (as appropriate)** • See planned actions to left **OMB/OPM desired assistance** None **Risks and Barriers** Transition of upper leadership • ITA/Admin's top spots are vacant. • We must fill these leadership spots. The hiring freeze, accompanied by the buyout, has created significant knowledge gaps that are narrowing via the Strategic Knowledge Repository and the comprehensive Strategic Goal project management system. The review of all Official Personnel Files is critical so that ITA is in compliance with OPM audit item discussions. OPF review is targeted for completion the end of Q3 06. This will allow ITA to prepare to implement EHRI initiative of e-OPF.

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		supervisors have been trained. • Continued training ITA and NTIA employees; 79% of ITA employees trained; 65% of NTIA employees trained. • As part of the DOC Performance Management System Design group, performed an audit of a sampling the Performance Plans submitted using a checklist. • Reminded customers via email biweekly of the Dec 30 2005 deadline for implementing a 5-Level PMS. 99.6% of ITA performance plans are approved and in place. **Under representation (Tab 5)** • **Audit item:** Vacancy announcements need to provide an option for a paper application. Created language within vacancy announcements to allow applicants unable to access the ACES website to apply. • Via internal discussions, coordinating Career Fair at George Mason University (see Tab 3). • Coordinating a visit from a Department of Labor employee to brief hiring managers on the benefits of hiring veterans (no documentation). • Contacting Historically Black Colleges and Universities (HBCUs) and Hispanic institutions to communicate open vacancies (using QuickHire diversity feature – no paper documentation). • Communicated Hispanic under-representation to ITA leadership and hiring managers. • Created performance metric to track diversity within PBViews; data has been gathered and entered into PBViews for 1st Q 06. ITA's minority percentages Jan 2006 – as compared to 2004 Civilian Labor Force	

ITA's minority percentages Jan 2006 – as compared to 2004 Civilian Labor Force

Minority Group	ITA %	CLF %
Hispanic	4.2	12.5
Women	53.6	45.5
Amer Ind	0.1	0.8
Asian	5.5	4.0
Black	17.3	10.0
Veteran	7.0	10.4
Disabled	3.7	7.0

ITA used the following hiring flexibilities in 1st Q 06:

Hiring Flexibility	ITA
Veterans Authorities	0
Student Authorities	6
Disabled Authorities	0

• OHRM has advertised all sources jobs on a regular basis to target underrepresented minority groups by using the

	CURRENT STATUS (As of March 1, 2006)	PROGRESS Second Quarter, FY 2006	COMMENTS
		Automated Commerce Employment System's (ACES) Diversity Notification feature, which sends employment opportunities and notices to minority institutions that have been targeted and identified by the Department (no paper documentation). • ITA OHRM has designed and implemented a diversity profile website that is shared with ITA program units monthly. Its purpose is to provide each program unit and its hiring managers with updates on the diversity profile for their organizations. The website provides analyzed data and information to hiring managers that will assist them in making more informed diversity hiring decisions. **Skill gaps (Tab 6)** • **Audit Item:** Job analysis is required. Created job analysis library • Created Strategic Plan to close competency gaps. • Created a General Competency Model. • Created an ITA Information Technology Exchange Program DRAFT. • Developed a critical element library for the program units and service bureaus. • Met with OPM to discuss how to create more marketable vacancies by removing jargon and acronyms. Refined vacancy announcements based on their feedback (no paper documentation). • **Audit Item:** Improve vacancy announcements by including specialized experience and qualifications requirements. Trained HR specialists that these items are required for all vacancy announcements (no paper documentation). • Trained HR staff that each position's vacancy announcement must link to its job analysis. • Coordinating Career Fair at George Mason University (see Tab 3). • Wrote an SOP that guides ITA's managers and supervisors on the maintenance of Employee Performance Folders. • Provided training to close competency gaps. • In order to more effectively and efficiently build a leadership talent pool, OHRM developed a mandatory Supervisory Certification Program for FY06 during which supervisors are required to demonstrate their competencies before being released from probation. • Drafted memo to DAS outlining the upcoming Training Needs Assessment; created questions for training needs analysis. • Posted Learning Management System (LMS) password application data on webpage. **Hiring timelines reduced (Tab 7)** • **Audit Item:** 45-day hiring model should be tracked.	

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				Implemented three performance metrics that track hiring timelines: complete 45-day hiring cycle time; time between receiving SF52 & posting vacancy; time between vacancy announcement close & issuing certificate. ○ Entered data for two of the six program units into PBViews for each of these metrics for 1Q 06. • Communicated the importance of entering data into STM for the Quarterly Hiring Timeline Table via emails and meetings. • Implemented a Standard Operating Procedure (SOP) regarding STM and the 45-Day Hiring Model. • Included the task "Enter 45-day hiring model data into STM" in HR specialists individual performance plans so they are held accountable for results. • Met with OPM to discuss how to create more marketable vacancies by removing jargon and acronyms. Refined vacancy announcements based on their feedback (no paper documentation). • **Audit Item:** Improve vacancy announcements by including specialized experience and qualifications requirements. Trained HR specialists that these items are required for all vacancy announcements (no paper documentation). • Trained HR staff that each position's vacancy announcement must link to its job analysis (no paper documentation). • Incorporating the 45-day hiring model metrics into our MOUs with customers. • Included language in email template for new hires regarding investigation forms required on 1st day of employment. • Created a committee to develop an implementation plan for reducing the hiring timeline. **Accountability system and reviews (Tab 8)** • Documented notes from Audit review. Developed action plans to respond to these items. • Created a business case for a Balanced Scorecard. • Created a Balanced Scorecard Strategy Map, which will guide the creation of Balanced Scorecard metrics. • Created a draft of possible Balanced Scorecard metrics to implement. • Finished 7 metrics • Drafted 5 surveys • Created handouts with tips to remind employees of process for entering dates into STM. • Furthered development of performance metrics. Seven of the eleven metrics have been developed. Entered data into PB Views for all 7 of its current performance metrics for 1Q FY 06.	

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		(see table and notes below)	

#	Metric	Completed vs. Under Development
1	Human capital management survey score	Completed
2	Average hiring cycle time	Completed
3	Average number of days between the receipt of a 52 and actual posting of a vacancy	Completed
4	Average number of days from vacancy announcement close to issuing certificate to Manager	Completed
5	Percent of training linked to ITA's goals	Completed
6	Percent of turnover by program unit	Completed
7	Diversity percentages by program unit and grade levels	Completed
8	Employee satisfaction with ITA's training programs	Under Development
9	Manager and employee satisfaction with ITA's recruitment and hiring processes	Under Development
10	% of retention actions taken as a result of exit interviews	Under Development
11	Percent of employees who complete annual Individual Performance Plan (IDP) requirements	Under Development

- ITA is no longer considering pay-for-performance metrics.
- OHRM has undertaken a feasibility study to determine the cost effectiveness of bringing contractors in to replace Federal Employees.
- To improve staff competencies and program effectiveness, six members of the OHRM staff graduated from the HR Certificate program that was offered centrally by the Department's OHRM.
- OHRM implemented a 45-day hiring model with success. The average days for the Hiring Cycle during 1Q FY 06 was 24 days, which is less than the target of 45 days.
- Created project plan to ensure Succession Strategy is properly created and implemented.

In response to our primary risks, which are:
1. Loss of leadership and institutional knowledge
2. Many of the 8 Standards of Success were never shared internally by our prior Human Capital PMA contact.

We are:
- Creating Strategic Goals Knowledge Repository, which will help track achievement of each of our strategic goals.

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				Knowledge Repository will also serve as a resource for employees to help them achieve goals. Knowledge Repository is in DMAIC format (Define; Measure; Analyze; Implement; Control), which will enable us to easily track and achieve our goals.	
				• Using "best practice" source materials (primarily from OPM), creating MS Project plans for each of the 8 Standards for Success to guide and control the achievement of each Standard. Within MS Project, linking each project's related documents.	
				• Guiding and coaching team leads and staff on the achievement of the 8 Standards of Success; explaining the steps in each project plan.	
				• Established accountability team to implement OHRM's accountability systems and reviews.	
				• **Audit Item:** HR needs to audit each Certificate before a job offer is made. HR specialists are continuing to audit each Certificate prior to passing along Certificate to Hiring Manager (no paper documentation).	
				• **Audit Item**: Superior Qualifications and group recruitment bonus information needs to be included in the OPFs of the serviced bureau employees. Team Leads communicated this requirement to HR Specialists (no paper documentation).	
				• **Audit Item:** Transcripts are required for student hires. Team Leads communicated this requirement to HR Specialists. Vacancy announcements now include language regarding transcript requirement.	
				• **Audit Item:** OPFs need to be reviewed and corrected. Bids were received from OPF solicitation, but were too expensive for ITA-OHRM (around $200K vs. $70K budgeted). Therefore, an internal OPF review will be performed and completed by the June 30, 2006. Authorization for HR Specialists to work overtime has been approved.	
				• **Audit Item:** Fix coding errors on SF-50's. Assigned internal accountability team lead to review all SF-50s. Ongoing audit of existing OPFs, which include SF-50s (no paper documentation).	
				• **Audit Item:** A paper trail must be established on each recruitment before it is closed out. DEU and MAP Checklists were created and are used to ensure each step is completed.	
				• **Audit Item:** Survey managers and new hires on the effectiveness of the recruitment process. Created draft of recruitment survey for hiring managers and new hires.	
				• Created and implemented seven performance metrics within PB Views: 3 Hiring Times metrics; Turnover; Diversity; % of Training Linked to Strategic Goals; Human Capital Survey Score.	
				• Gathered data for 1st Q 2006 for all seven metrics (three	

		CURRENT STATUS (As of March 1, 2006)		PROGRESS Second Quarter, FY 2006	COMMENTS
				of the seven metrics have only partial data). • Communicated importance of documenting results to all team leads and group chiefs. **Planned actions for next quarter:** **Comprehensive human capital plan** **Organizational structures** *Will continue to communicate Supervisory Ratio checklist procedure to HR Specialists.* **Succession strategies** • *Will attend Career Fair at George Mason University* • *Will create list of likely leadership losses for next 5 years.* • *Will draft a succession strategy plan to ensure future leadership competencies gaps are identified, and there is a leadership candidate pool and recruitment pool from which to choose that has the required leadership competencies necessary to fill these gaps.* • *Will draft matrix of core leadership competencies required to accomplish long-term strategic goals; contingent upon available resources.* • *Will develop a tracking system to ensure new supervisors complete their mandatory Supervisory Certification Programs.* **Performance appraisal plans adhere to merit system principles, etc.** • *Will implement audit review team to ensure last four years of performance plans, as required by OPM, are maintained in employee performance file (EPF).* **Under representation** • *Will attend Career Fair at George Mason University* • *DOL employee will brief hiring managers on benefits of hiring veterans.* • *Will continue to send vacancy announcements to Historically Black Colleges and Universities (HBCUs) and Hispanic institutions.* • *Will continue to gather and enter diversity data for 3rd Q 06.* • *Will continue to analyze and monitor data by Program Unit (results available on Diversity website).* **Skill gaps** • *Will continue to communicate to HR specialists the importance of creating more marketable vacancies by removing jargon and acronyms.* • *Will attend Career Fair at George Mason University* • *Will conduct Training Needs Analysis.* • *Will promote the use of LMS by sending ITA-wide emails*	

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				with links to the LMS. • *Will develop an action plan for the implementation of individual development plans throughout ITA by September 30, 2006.* • *Will develop Individual Development Plan (IDP) training by September 30, 2006.* **Hiring timelines reduced** • *Will enter 3rd Q data into PBViews for all 6 of the program units.* • *Will communicate results to team leads.* • *Will assess the level of improvement to the hiring process utilizing STM data.* • *Will continue to communicate the importance of entering data into STM.* • *Will ask Team Leads to check STM stats monthly to ensure HR specialist are entering data.* • *Will continue to communicate to HR specialists the importance of creating more marketable vacancies by removing jargon and acronyms.* • *Will develop an implementation plan for reducing the hiring timeline.* • *Will continue to streamline the recruitment process.* **Accountability system and reviews** • **Audit Item:** *Customer Satisfaction Survey results should be communicated to the workforce. Will place survey results on ITA/OHRM's website and publish link in Administrivial Pursuits.* • **Audit Item:** HR needs to audit each Certificate before a job offer is made. *Will continue to communicate importance of auditing each Certificate prior to giving it to Hiring Manager.* • **Audit Item**: Superior Qualifications and group recruitment bonus information needs to be included in the OPFs of the serviced bureau employees. *Will continue to communicate importance of including Superior Qualifications and group recruitment bonus in the OPFs of the serviced bureau employees.* • **Audit Item:** Transcripts are required for student hires. *Will continue to communicate importance of receiving a transcript from each student.* • **Audit Item:** OPFs need to be reviewed and corrected. *Will continue to work on reviewing OPFs.* • **Audit Item:** A paper trail must be established on each recruitment before it is closed out. *DEU and MAP Checklists will continue to be used to ensure each step is completed.* • **Audit Item:** Survey managers and new hires on the effectiveness of the recruitment process. *Will complete and implement recruitment survey for hiring managers*	

CURRENT STATUS (As of March 1, 2006)			PROGRESS Second Quarter, FY 2006	COMMENTS
			and new hires.	

- **Audit Item:** Fix coding errors on SF-50's. *Will continue to have team lead review each SF-50 for coding errors.*
- *Will continue to audit OPFs, which include SF-50s.*
- **Audit Item:** *Progress Reviews must be included in Employee Performance Files (EPFs). Will create action plan to ensure progress reviews are placed in EPFs.*
- **Audit Item:** *Performance Ratings for past 4 years must be included in EPFs. Will prepare notice and send to supervisors that performance ratings for past 4 years must be included in EPFs.*
- *Will use the results of the FY 2005 Customer Satisfaction Survey to develop action plans by June 30, 2006 to better align our programs with customer needs; to improve overall customer service; and to improve efficiency and effectiveness.*
- *The remaining four metrics and measurement systems will be defined and implemented by September 30, 2006.*

8	Employee satisfaction with ITA's training programs	Under Development
9	Manager and employee satisfaction with ITA's recruitment and hiring processes	Under Development
10	% of retention actions taken as a result of exit interviews	Under Development
11	Percent of employees who complete annual Individual Performance Plan (IDP) requirements	Under Development

- *Will create at least one metric within the Balanced Scorecard to track each of the five categories of the Human Capital Standards for Success by June 30, 2006*
- *Will continue to develop and rollout Strategic Goals Knowledge Repository.*
- *Will continue to develop and rollout performance metrics for use within PBViews.*
- *Will continue to gather and report PB Views metrics.*
- *Will continue to communicate importance of documenting results to all team leads and group chiefs.*
- *Will work with team leads and group chiefs to:*
  - *Create measurement systems to track achievement of each of the "8 Standards for Success"*
  - *Create project management template for all "8 Standards for Success".*
  - *Collect results*
- *Will work with Accountability team to learn how to do Self-Assessments and clarify what some possible steps we could take to ensure we have " conducted reviews & taken corrective action"; (i.e. how often accountability reviews should take place; what level of detail and sampling should occur)*

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				• *Will analyze the results of the feasibility study after receiving the Department's comments.* • *Will create project plans to ensure Human Capital Strategy; Organizational Structure Strategy; Performance Appraisal Strategy; Diversity Strategy; Skills Gaps Strategy; Diversity Strategy; and Accountability Strategy are properly created, implemented, and controlled.* • *Will finish development of ITA-OHRM Accountability System.*	

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INSTRUCTIONS FOR COMPLETING THE SCORECARD FORMAT

ACCOUNTABILITY/CONTACT INFORMATION

List the following for the initiative:
- name and title of the agency's lead
- name of the OMB Resource Management Office (RMO) examiner
- name of the initiative owner's staff lead

CURRENT STATUS COLUMN

Indicate the status rating (green, yellow, or red) for the quarter. To earn a yellow or green status rating, an agency must have achieved all the yellow or green Standards for Success. (See http://www.results.gov/agenda/standards.pdf)

If the status rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, use two arrows. Indicate the projected date (quarter and year) of the next status improvement. If the agency has already achieved green status for the initiative, the note can be deleted.

> Example: Next ↑
> est. by
> FY 2006
> Q4

The current status column has been standardized to present a check list for the Standards for Success. All standards are preceded by an underscored space (__) where you should indicate (with a check or X) if the standard has been achieved. The presentation of the standards varies somewhat by initiative. Usually yellow and green standards are grouped under a topic area with the yellow standard listed first. When necessary a (Y), (G), or (G+) follows the standard to indicate whether it is a yellow, green, or maintaining green standard.

An agency must meet all the specifications of the standards to receive a check mark. (See http://www.results.gov/agenda/standards.pdf for the full description of the standard.) Due to space constraints, short hand descriptions have been used to identify the standards in the quarterly scorecards.

Space is provided to indicate the date that the standard was originally achieved or is expected to be achieved.
- Enter a date in each space indicated.
- Present the date as the month or quarter and the year.
- If the standard has been achieved, enter the date when it was first achieved. For instance, if an agency received its first clean audit opinion for its FY 2000 financial statements (and has received clean opinions each year since then) the date would be 3/2001, not the date corresponding to the most recent audit.
- It is understood that future dates are approximate and that estimates may change each quarter.
- In cases where a standard was achieved long ago, either an estimate or a less than symbol (<) with the word date should be entered in the space.
- If an estimate cannot be provided due to significant uncertainty, enter TBD in the space provided for the date.

Use bold to highlight any standard that was achieved in the past quarter

PROGRESS COLUMN

Indicate the progress rating (green, yellow, or red) for the quarter based on the definitions listed below:

Definitions of Progress Evaluation

GREEN: Implementation is proceeding according to plans agreed upon with the agencies.

YELLOW: Slippage in implementation schedule, quality of deliverables, or other issues requiring adjustments by agency in order to achieve initiative on a timely basis.

RED: Initiative in serious jeopardy. Unlikely to realize objectives without significant management intervention

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If the progress rating changed from the previous quarter, the rating should be followed by an up or down arrow, as appropriate. If the rating improved from red to green or deteriorated from green to red, two arrows should be used.

List key actions completed in the past quarter and key actions planned for the following quarter.   Significant actions, either completed or planned, should be highlighted using bold typeface.

COMMENTS COLUMN

Provide additional information as necessary to enhance the presentation.

OVERALL

The quarterly scorecards should not exceed one page per initiative.

Do not delete or modify any of the standards listed in the status column.